

Health Commission
Laguna Honda Hospital and Rehabilitation Center
Chief Executive Officer Report
October 13, 2020



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Contents

State of the Hospital

Wait List

Admissions, Discharges and Expirations

Average Daily Census

Paid Beds and Occupancy

Discharge Disposition

Staffing Report

Budget and Finance

Budget Report

Salary Variance Report

COVID-19 Response

Preparedness and Response

Initiatives and Milestones

Care Experience

Campus Community Activities and Events

Attachments

New Hires and Separations Report

Vacancy Report

Budget and Finance Report

Regulatory Affairs Report

Presentation: LHH Reopening and Visitation

State of the Hospital

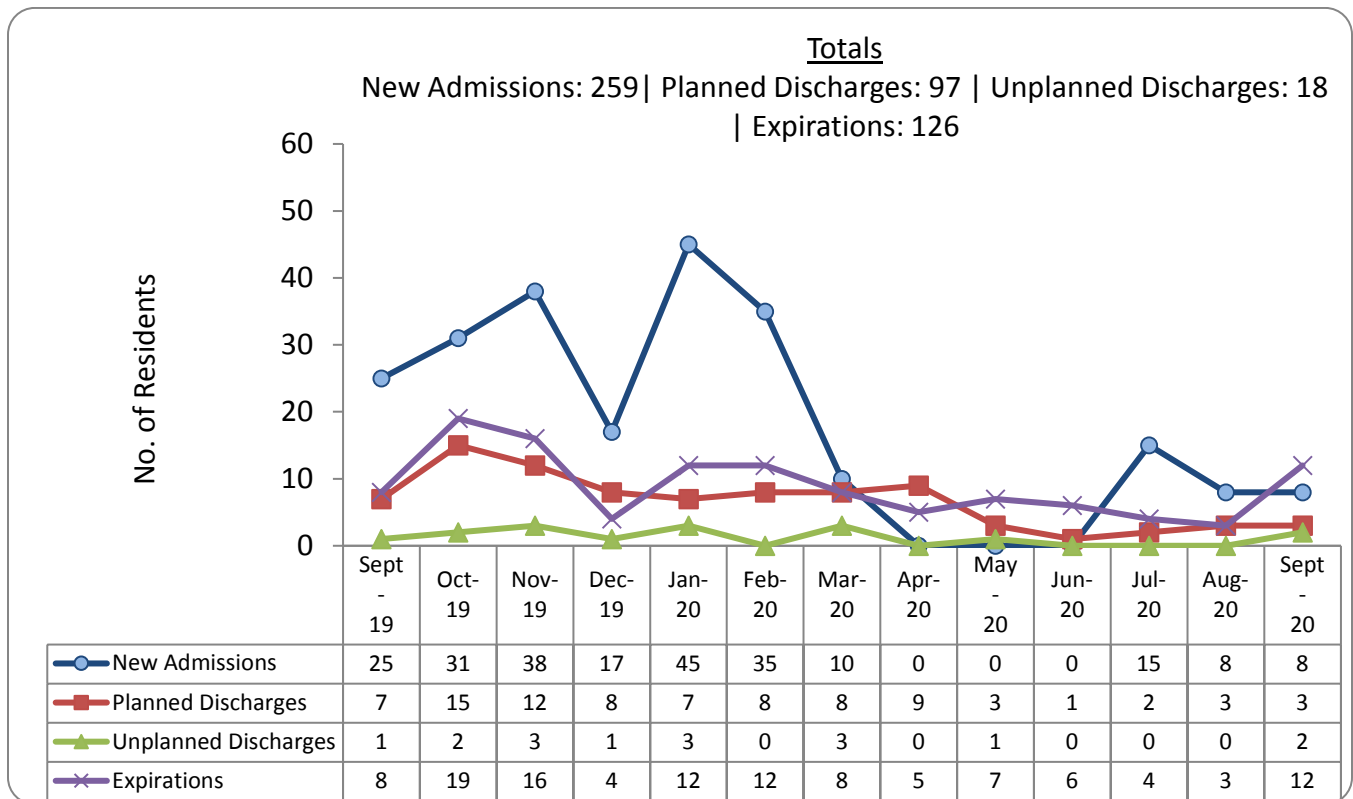
Wait List

Average wait time in days from referral date to decision approved date
(9/01/2019 to 9/31/2020): 13

Average wait time in days from decision date to admission date
(9/01/2019 to 9/31/2020): 39

Number of people on waiting list as of 10/8/2020: 12

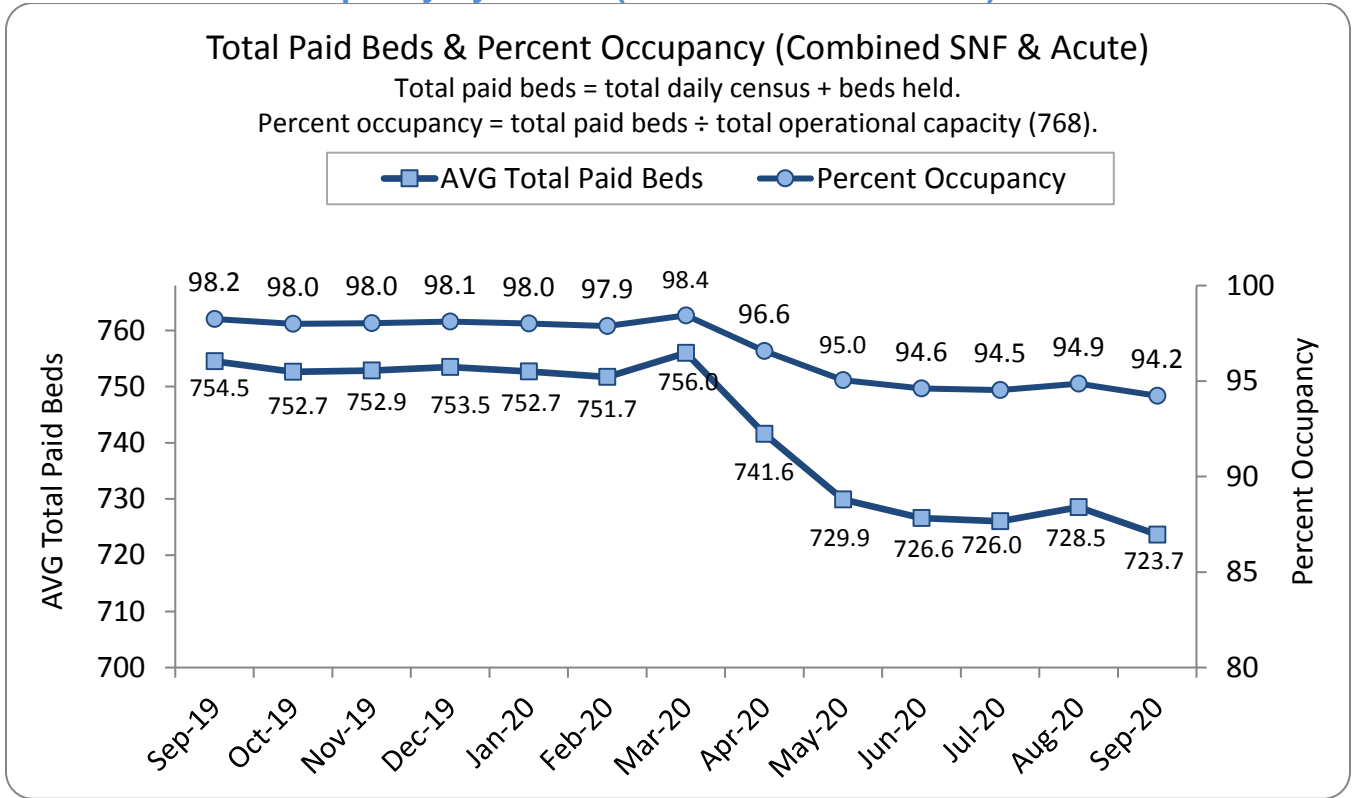
Admissions, Discharges, and Expirations by Month (9/01/2019 to 9/31/2020)



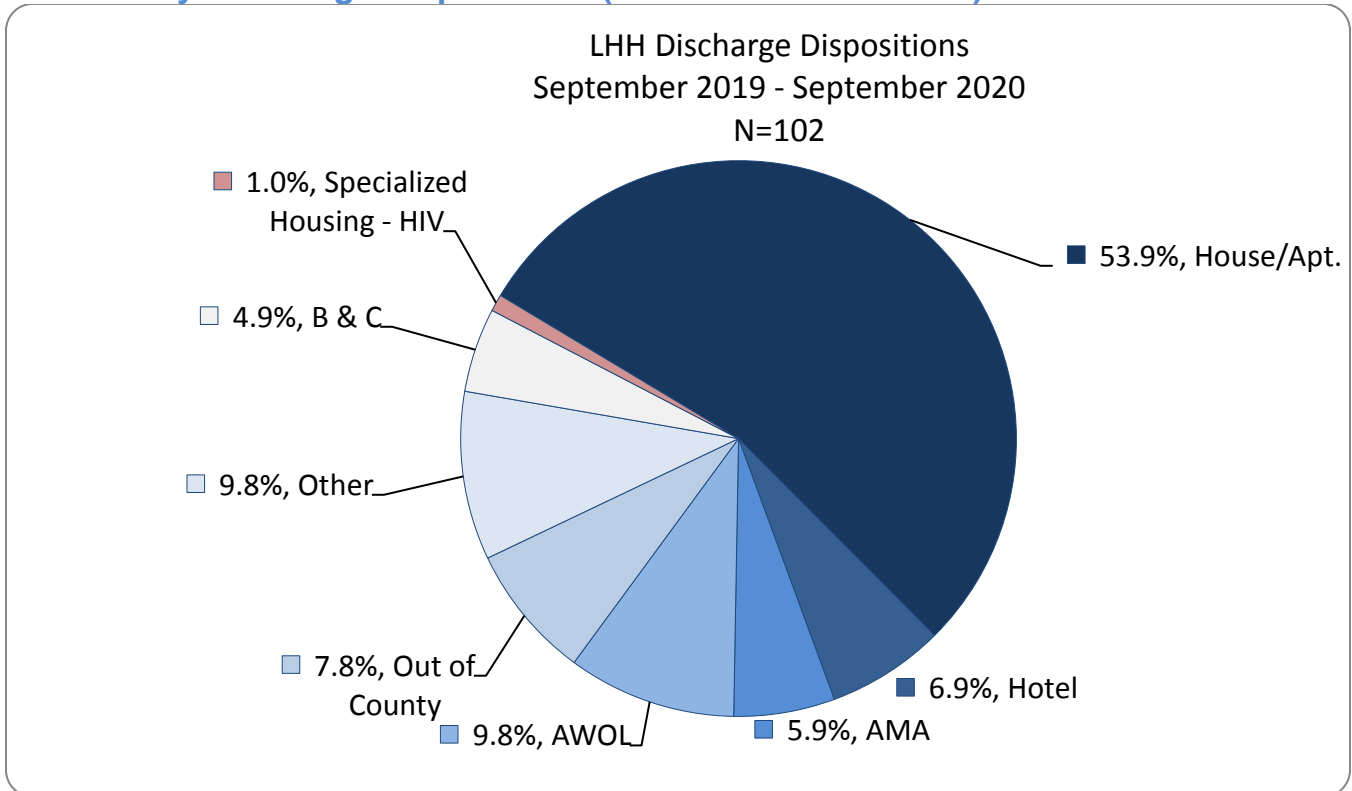
Average Daily Census (9/01/2019 to 9/31/2020)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
9/01/19 - 9/31/20	734.54	3.22	737.67	1.29	2.18	739.11	742.33	96.66

Paid Beds and Occupancy by Month (9/01/2019 to 9/31/2020)



Community Discharge Dispositions (9/01/2019 to 9/31/2020)



For the 13-month period above:

1. Analysis of out-of-county are as follows: 7.8% (n=8) individuals were discharged to out-of-county placements. Of those, 3 residents went to live with family, 3 residents returned to their previous residence and 2 residents went to Board and Care Homes that could best accommodate the residents' needs.
2. A resident is discharged Against Medical Advice (AMA) when he/she chooses to leave Laguna Honda Hospital against the advice of their physician. For the patients/residents discharged as AMA (n=6), Laguna Honda's policy is that a physician discusses with the patient/resident the risk of leaving AMA.

AWOL (9/01/2019 to 9/31/2020)

1. Analysis of absent without leave (AWOL) are as follows: there were a total of 10 AWOL incidents during this 13-month period. Of the incidents, 3 (30%) residents returned to Laguna Honda to continue receiving services and 7 (70%) stayed away.

AWOL Analysis for 9/01/2019 to 9/31/2020	
Count of AWOL residents who returned to continue services	3
Count of AWOL residents who stayed away	7
Total Count of AWOL incidents	10

2. Of the 10 AWOL incidents, the Social Services Team was able to contact 10 and 2 have not been heard from.

AWOL Analysis for 9/01/2019 to 9/31/2020	
Count of AWOL residents Social Services have been able to contact	9
Count of AWOL residents Social Services have not been able to contact	1

3. The 10 total incidents of AWOL for this period is a decrease of 35 incidents compared to the same 13-month prior period (9/01/2018 to 9/31/2019) when there were 45 AWOL incidents total.

Staffing Report

Laguna Honda's current vacancy rate is 7.37%. A detailed vacancy report, along with the new hires and separations report, is attached.

Budget and Finance

Budget Report

The FY 2020-21 budget has been delayed due to the COVID-19 emergency crisis and is being finalized by Board of Supervisors' approval.

The hospital's proposed budget shows a net \$14.9 million increase in revenue over last year. The revenue changes consist of the following:

- \$10.3 million patient revenue increase mainly due to a projected 2% increase in Medi-Cal Reimbursement rates
- \$4.6 million FEMA reimbursement for COVID related expenses

The proposed budget also includes an expenditure increase of \$8.6 million over last year, including the following:

- \$2.1 million in personnel expenses (mainly from labor MOU COLA and the new initiatives for Pharmacy and Quality Management)
- (\$0.9) million in non-personnel, including one-time materials and supplies savings
- (\$3.5) million in capital projects
- \$1.6 million in work orders due to performing departmental COLA
- \$9.3 million in COVID related expenses

The budget reflects a net increase of \$6.3 million in general fund subsidy.

Salary Variance Report

Salary variance reporting is not yet available due to budget delay and will be included in the next reporting period.

COVID-19

Preparedness and Response Report

Case Overview

As of October 6th, 2020, Laguna Honda Hospital has had 91 total confirmed COVID-19 cases—27 resident cases, of which 26 have recovered, and 64 staff cases, of which 63 have recovered. We welcome recovered staff back to work and recovered residents back to their home neighborhoods from the designated COVID-19 unit on South 5. At the end September we reached a milestone, zero active cases since our first COVID-19 case in March. While we knew this reflected a moment in time only, it was still an important accomplishment for the Laguna Honda community. We know that as long as COVID-19 remains in the Bay Area, we will find cases through our universal testing program. There have been no COVID-19 deaths at Laguna Honda.

The majority of LHH COVID-19 cases are community-acquired (the Contact Investigation Team estimates over 80 percent), rather than hospital-acquired. LHH Leadership is working closely with staff to encourage strong adherence to infection prevention and control measures at home and in the community.

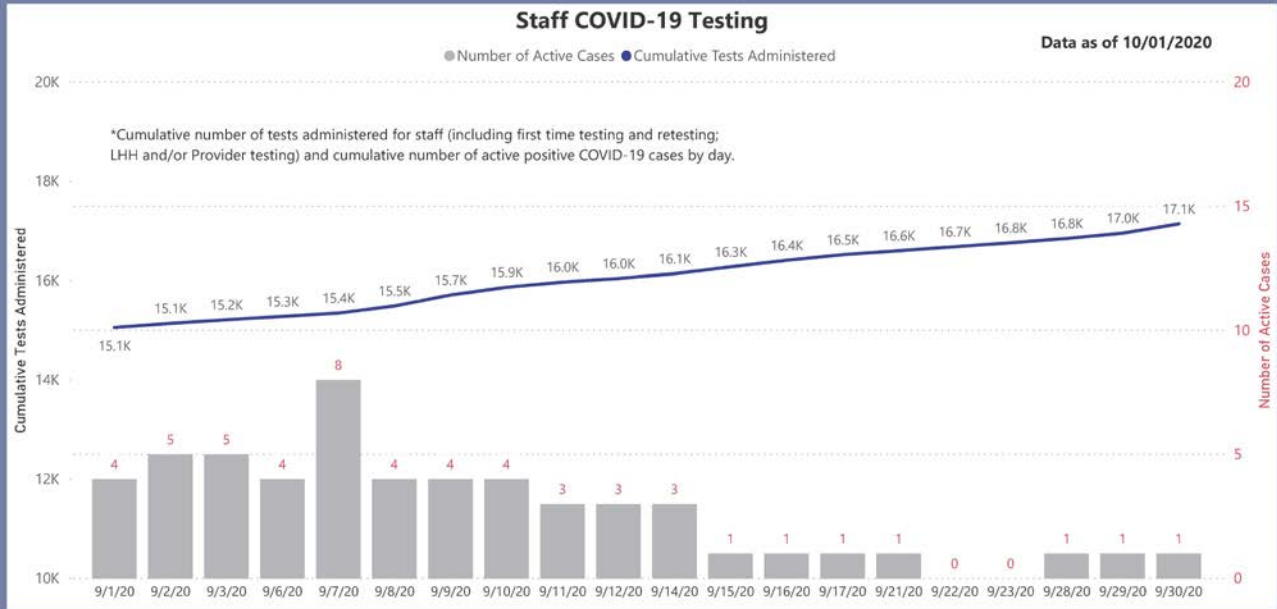
Testing

We continue to regularly test residents and staff through our universal testing program. Beginning on October 5th, 2020 Laguna Honda increased the cadence of testing for on-site staff. Staff who work on campus at least one day a week will now be tested weekly while all remote staff will be tested monthly. This change was made due to recommendations from our state partners and due to findings from our contact investigation team. The hospital is currently in the eleventh round of universal testing. Please see below for a summary of each round of universal testing.

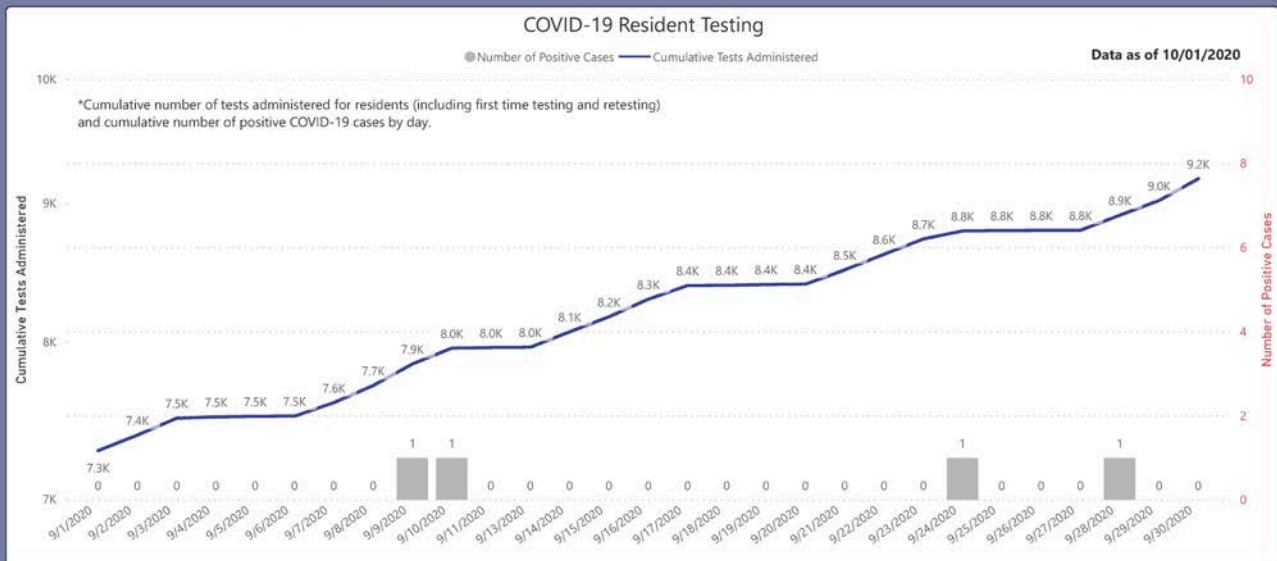
- Round 10 – 2 resident and 1 staff positive cases
- Round 9 – 2 resident and 0 staff positive cases
- Round 8 – 1 resident and 2 staff positive cases
- Round 7 – 0 resident and 1 staff positive cases
- Round 6 – 1 resident and 2 staff positive cases
- Round 5 – 0 resident and 1 staff positive cases
- Round 4 – 2 resident and 10 staff positive cases
- Round 3 – 1 resident and 5 staff positive cases
- Round 2 – 3 resident and 3 staff positive cases
- Round 1 – 2 resident and 3 staff positive cases

Universal testing is one type of testing at LHH. In addition, staff and residents are tested through contact investigation serial testing, which results from the contact investigation after a positive case, proactive testing which staff seek out if they suspect they have had an exposure or if they engaged in a high-risk activity, and surveillance testing as well as by outside providers. Please see below for the cumulative test numbers for staff and residents.

Laguna Honda Hospital and Rehabilitation Center: COVID-19 Response Staff Testing



Laguna Honda Hospital and Rehabilitation Center: COVID-19 Response Resident Testing



Of the 700+ residents at LHH, only one has refused testing since March, thanks to the Respiratory Department’s effective and compassionate approach. When a resident refuses a

COVID-19 test, surveillance increases, per DPH guidelines. All staff are required to be tested and therefore there are no refusals.

COVID-19 and the Wildfires

We continue to recognize the impacts the wildfires have on our staff. The HVAC systems in the hospital building (North Residence, South Residence and Pavilion) are filtered and in good condition. Facilities checks the filters every day when there is poor air quality. To support staff in the administrative building and those who work outside, N95 alternatives are available upon request.

Visitation and Reopening

On September 4th, 2020 DPH updated the Health Order to allow visitation at Laguna Honda and other SNFs in San Francisco. Suspending visitation was one of our most effective responses to the virus but also one that required tremendous sacrifice. We are grateful to our residents and their families for their patience during these last six months; and are now very happy to welcome you back.

Laguna Honda worked closely with DPH and our Infection Prevention and Control (IPC) team to safely and equitably resume visits. Our first visits under the updated Health Order took place on September 28th and we continue to work with residents, resident families, social work, and the Resident Care Teams to schedule outdoor and vehicle visits. Visits are very much modified and must adhere to strict protocols, nonetheless, it has been beautiful to watch visits resume at Laguna Honda.

For more information on visitation at Laguna Honda, please visit LagunaHonda.org/COVID19-visit.

In addition to resuming visitation, Laguna Honda reopened additional clinics (dermatology, plastic surgery, optometry, orthopedics, and podiatry) as well as our very popular salon services. Laguna Honda remains on a different trajectory than the rest of San Francisco and we are reopening slowly and cautiously to ensure resident safety.

Thermal Unit Pilot

Laguna Honda is participating in a pilot program to provide two thermal units to our screening team, one for the Fifth Floor Entrance and one for the Pavilion Lobby. The units, one of which is installed, performs the COVID-19 temperature checks. The thermal units are safe, protect staff privacy, and increase the accuracy of the temperature checks. The units are being provided to LHH free of charge for the duration of the pilot.

Updated Outbreak Control Measures

The IPC team led a series of updates to our Outbreak Control Measures (control measures are the measures taken after a new case is identified), including using a system that is clearer for

all staff. The updated measures support the sustainability of our COVID-19 response and maintain our effective measures, while removing measures that we now know to be unneeded. This includes liberalizing certain protocols for South 5 when there are no COVID-19 cases on the unit. In the past, the South 5 neighborhood was locked permanently, however now when there are no active COVID-19 cases on the unit, and no recent staff or resident cases, the neighborhood is on Standby Red and the door are unlocked. This also allows our South 5 residents to participate in visitation. All other neighborhoods and departments are either on Green Level (no recent case) or Amber Level (recent case and increased outbreak control measures).

Upcoming Operation Updates

At Laguna Honda we are adapting our response to the pandemic as we learn more about the virus. The Infection Prevention and Control Team and the Hospital Incident Command System (HICS) continue to review and implement new recommendations from the Centers for Disease Control and Prevention (CDC) as well as from the California Department of Public Health (CDPH) and DPH.

Operational updates on the horizontal include resuming additional resident activities and transitioning to use a COVID-19 test with a faster turnaround time.

The LHH community is also preparing for flu season. We are currently administering flu vaccinations for staff and have vaccinated over a third of all staff to-date. Flu vaccinations for staff align with the COVID-19 universal testing schedule, allowing staff to receive their vaccination and test back-to-back. Resident vaccinations will begin later this month. We prioritized staff vaccinations this year due to the protective quarantine.

The hospital continues to work with DPH, SFHN, local health officials, as well as leading experts from CDPH and the CDC to monitor the COVID-19 healthcare pandemic. Our actions are guided by facts and science, and all decisions are made with the priority of protecting staff and residents.

Initiatives and Milestones

Campus Community Activities and Events

September Leadership Town Hall

LHH leadership hosted the fourth in our monthly series of virtual town halls. This builds upon the ongoing Leadership Forum series where Executive Leadership and HICS provide an update to staff and answer questions. This month's Town Hall included a focus on reopening and the guidelines surrounding visitation. Notes from the event as well as a recording were circulated to all staff. LHH is planning for one Town Hall and one Leadership Forum each month for the remainder of the year.

Latinx Heritage Month

Laguna Honda is celebrating Latinx Heritage Month and honoring our community's rich Latinx heritage, the generations of Latinxs that have shaped us, our North 4 neighborhood, and our many residents and staff who identify as Latino/a/x. This includes activities on N4, displays throughout the hospital and event later this month.

Feed the Frontlines – Dinner for Neighborhood Staff



Kimberly Quan's Feed the Frontlines SF provided 200+ meals to our AM staff. The meals were purchased from Scopa DiVino and Buena Vida, which also supports our local restaurants. Staff had the option of pansit noodles or pasta. The meals were a wonderful treat for our staff, and we thank Kimberly and her team!

Recognition

Profile on Laguna Honda's Pauline Tran

Over Labor Day, the San Francisco Chronicle celebrated Laguna Honda's Pauline Tran as one of the Bay Area essential workers that keep the region running. Please see the photograph and quotation from Pauline that appeared in the paper.

"I'm doing my part to help out the hospital as well as the community, just decreasing the spread and preventing the disease... as essential workers we have to go out there and do our job and get the tasks done for the people that need it." - Pauline Tran of Laguna Honda's Contact Investigation team.



Team of the Month

To highlight staff who have contributed to Laguna Honda's COVID-19 healthcare pandemic response, the hospital has developed a Team of the Month award. The Team of the Month is nominated by staff and approved by the Hospital's Executive Committee.

October 2020 Team of the Month – Food and Nutrition Services Department

The Food and Nutrition Services (FNS) Department was selected as October's Team of the Month for their remarkable work during the pandemic. Every day, FNS cooks thousands of meals, serving three meals per day for our residents all while running a bustling cafeteria.

There are three different areas within the FNS Department: Production, Trayline and Cafeteria. The production team prepares food from scratch, Trayline assembles meals for residents, and Cafeteria keeps the cafeteria running for staff and residents.



The FNS team has done a remarkable job of adapting food service during the pandemic. They face unique challenges, like navigating PPE and kitchen elements like steam and cold air from the refrigerator. Due to the challenge of social distancing in the kitchen, eye protection is now part of the team uniform.

Teamwork, adaptability, and effective communication allowed the FNS team deliver excellent services to our LHH community. The FNS leadership shared their pride in team members' attendance, commitment, and productivity. We are all grateful to have dedicated individuals working tirelessly for our residents and staff. Please join us in recognizing the FNS team for their dedication to the LHH community by keeping us healthy and well fed!

Attachments

- New Hires and Separations Report
- Vacancy Report
- Budget and Finance Report
- Regulatory Affairs Report
- Presentation: LHH Reopening and Visitation